



USAID
FROM THE AMERICAN PEOPLE

AFGHANISTAN

KABUL CITY INITIATIVE (KCI)

MONTHLY REPORT (NO. 15)

FEBRUARY 1 - 29, 2012



Figure 1: Deputy Mayor for City Services awards a course completion certificate to a CIC staff

March 10, 2012

This publication was produced for review by the United States Agency for International Development and was prepared by Tetra Tech ARD

This report was prepared for the United States Agency for International Development,
Contract No. EPP-I-00-04-00035-00 Kabul City Initiative (KCI) Project under the Sustainable
Urban Management Indefinite Quantity Contract II (SUM II IQC)

Principal contacts:

Scott Johnson, Chief of Party, Tetra Tech ARD, Inc. Kabul, Afghanistan

Seth Eden, Project Manager, Tetra Tech ARD, Inc. Burlington, Vermont

Implemented by:

Tetra Tech ARD/KCI
Green Village BC-3-18
Supreme Road
Kabul, Afghanistan

Tetra Tech ARD
P.O. Box 1397
Burlington, VT 05402
Tel: 802-658-3890

AFGHANISTAN KABUL CITY INITIATIVE (KCI)

MONTHLY REPORT (NO. 15)

February 1-29, 2012

March 10, 2012

DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

CONTENTS

CONTENTS.....	I
ACRONYMS.....	III
PREFACE.....	IV
HIGHLIGHTS	1
1.0 ACHIEVEMENTS.....	2
1.1 CLIN 1: CAPACITY BUILDING OF KABUL CITY OFFICIALS.....	2
1.2 CLIN 2: SUPPORT TO PROVIDE SERVICE DELIVERY PROGRAMS.....	4
1.3 CLIN 3: INCREASE REVENUE COLLECTION AND IMPROVE FINANCIAL ACCOUNTABILITY AND TRANSPARENCY	6
2.0 ISSUES, OBSTACLES, AND RESOLUTIONS.....	8
3.0 ACTIVITY FORECAST.....	8
ANNEX 1: LIST OF COMPLETED SUBPROJECTS IN THE MONTH OF FEBRUARY 2012:	11
ANNEX 2: LIST OF SERVICE DELIVERY AND INFRASTRUCTURE PROJECTS IN PROGRESS, AS OF FEBRUARY 29, 2012	11

ACRONYMS

AUCC	Afghan Urban Consulting Company
ASI	Adam Smith International
BID	Business Improvement District
CLIN	Contract Line Item Number
CIC	Citizen Information Center
COA	Chart of Accounts
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DG	Director General
FMIS	Financial Management Information System
ICDL	International Computer Driving License
IDLG	Independent Directorate of Local Governance
KCI	Kabul City Initiative
KM	Kabul Municipality
KMO	Kabul Municipal Offices
LTTA	Long Term Technical Assistance
MCITP	Microsoft Certified IT Professional
MMCIP	Municipal Management and Capacity Improvement Plan
NRC	National Research Council
PMI	Project Management Institute
PMP	Project Management Plan
RFA	Request for Approval
STA/M	Senior Technical Adviser/Manager
STTA	Short Term Technical Assistance
SOP	Standard Operating Procedure
SOW	Scope of Work
TA	Technical Assistance
USAID	United States Agency for International Development

PREFACE

The purpose of the Kabul City Initiative (KCI) is to provide technical assistance to the Kabul Municipality (KM) and to create effective, responsive, transparent, and accountable municipal governance in Kabul. KCI's goal is to: (1) increase the capacity of city officials in Kabul; (2) markedly improve the delivery of municipal services to citizens in Kabul; and (3) increase municipal capacity to generate revenue and to account for expenditures and revenue. As a result of KCI, it is anticipated that Kabul's citizens will receive improved services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process, and see local governance structures as legitimate.

Per Task Order EPP-I-05-04-00035-00, Section F.6 page two, this Monthly Report summarizes progress towards accomplishing project benchmarks and provides:

- An update of progress made towards fulfilling project goals;
- Identification of implementation issues including obstacles encountered and possible delays in fulfilling activities included in the work plan and PMP targets;
- KCI's response to these issues and obstacles including any proposed changes to the work plan; and,
- A forecast of next month's activities.

HIGHLIGHTS

During the last month KCI:

- Started Greenery Training for 33 Greenery staff;
- Started Human Resources Training for 18 KM staff;
- Completed CIC Training for 12 KM staff;
- Completed ICDL Modules Three and Four and started Module Seven;
- Completed the Public Education Campaign on Safay'i and Business Licensing in District 2 and started in District 10;
- Provided the Sanitation Department with 5,000 wheels for dumpsters as part of an activity to reform the Municipality's trash collection system;
- For the first time, the FMIS generated the expenditure versus budget and allotments report for the first ten months of the year 1390. Generating such a report by hand normally takes at least three weeks;
- Started digitization training at District Offices.

1.0 ACHIEVEMENTS

1.1 CLIN 1: CAPACITY BUILDING OF KABUL CITY OFFICIALS

Training

This past month, KCI conducted nine days of intensive training for the 12 staff assigned to operate the planned Citizen Information Center (CIC). The training emphasized customer service skills, stakeholder management, conflict management and operational procedures management.

The Future Leaders Program contractor, Silk Road closed their office in Afghanistan due to security threats its expatriate staff had received. This had an immediate impact on the 50 KM staff members who were part of this training course. KCI secured an experienced firm (Barrett & Associates International) rather quickly to complete the training. The transition has been rather seamless for the 50 participants, with only a minor disruption to the training session's schedule.

During this reporting period, KCI held budget negotiations with Automotive Management Services (AMS) regarding Driving Training for 22 new drivers of the Sanitation Department. KCI and AMS agreed in the meeting to have further discussions on the content and methodology of this training.

In February, KCI started Greenery Training for 33 staff members of Greenery Department. This training will last for 15 days. Training participants will learn about urban forestry, nursery, greenery and botany. KCI also kicked off the training on Test Materials for 15 staff members of the Streets Maintenance Department Laboratory Section.

Also in February, KCI started Human Resources training for 18 staff members of KM Human Resources Department. There are two sessions per week and the training will be conducted for 16 weeks.

Policies and Procedures

During February, ten Terms of Reference were drafted for various KM Departments including Publications, Street Maintenance, Finance and Administration, Maintenance of Macrorayan, Construction Control, Legal, Cultural Affairs, Market Regulation, Human Resources and Chief of Staff Departments.

Four Standard Operating Procedures were drafted for the Capital Improvement Plan, Recruitment Policy, Citizen Information Center (CIC) and Green House Gas Mitigation Policy.

Public Outreach

During the reporting period, the Public Education Campaign on Business Licensing and Safay'i Tax was successfully completed in District 2; 2,251 households, 1705 shops, 30

mosques (2,130 people), 11 schools, five clinics and three local Shura (Council) were identified by KCI as direct beneficiaries of this campaign.

KCI also rolled out the Campaign in District 10, working closely with the Wakil Gozars in each zone in producing the Campaign's work plan. KCI has estimated that this Campaign will take the entire month of March due to the fact that this District is one of the largest in Kabul. Approximately 2,365 households, two local Council's and 1,460 shops received educational materials during this Campaign. Approximately 700 flyers and posters were pasted on walls throughout the District. In addition, during the Friday prayers, 32 mosques also received educational materials. Two of the Wakil Gozars were able to discuss the Education Campaign topics and distribute the materials during Friday prayers when more than 600 prayers were present.

KCI completed the SoW and announced for bid the production of Radio and TV spots, as well as Media Training for KM's senior officials and Communications Department staff in February.

KCI redesigned the Mayor's blog to make both the Dari and English versions layouts the same. The Dari and English versions of the KM website were updated to allow the Municipality to post press releases and stories. As described in the approved work plan, KCI will continue working on the KM and the Mayor's communication tools throughout the remainder of the year.

Thanks to the generous contributions of two U.S. based authors, KCI received approval from the authors to translate their books from English into Dari. These books are an integral part of the Education Campaign. The books are titled, "Where Does My Garbage Go?", and "Where Does My Trash Go?" KCI will reprint the two books and distribute them to children during the Public Education Campaign.

Media Events:

- Opening of the training for Citizen Information Center employees;
- CIC certificate distribution event for 13 participants of the training course;
- Start of the MCITP training.

Gender

During the reporting period, KCI provided training on Meeting Management for members of the Women's Council so that participants learn how to arrange and manage meetings in a professional manner.

In February, KCI began preparations to celebrate International Women's Day in March. In preparation for this event, KCI produced promotional materials to introduce the KM Women's Council and its activities to Kabul's citizens and posters and billboards to promote gender equality in access to public services. The Women's Council members were quite excited to be part of the first challenging activity to bring Kabul women together and raise awareness on how best they can contribute to make the city a better place to live.

KCI began preparations for another initiative of the Women's Council: to promote a city cleaning culture in a daylong campaign. The objectives of this event are to promote women's participation in city services, and alert city management to the need to bring women into the

planning process for building networks, supporting KM activities and taking responsibility to help KM keep the city clean.

During this reporting period, KCI signed a contract for the Women's Leadership Training and met with the subcontractor to identify specific needs for the training. The subcontractor has presented KCI with two sets of material for approval with the rest due by the 5th of March. KCI anticipates the training will start in March.

ICT

KCI announced the results from the ICDL Module Three test: 238 trainees out of 296 passed the test, 20 failed and 38 did not attend the exam. ICDL Module Four was completed successfully in February; 271 KM staff attended the test and the results will be announced in March.

ICDL Module Seven (Web Browsing and Communication), which is the last relevant module of this training course was initiated in all the Training Centers in February. KCI provided internet connections for the Training Centers in Street Maintenance, Urban Planning, Sanitation and Greenery Departments to facilitate the last module of ICDL which covers internet related topics.

In addition, KCI released the SOW for the second round of ICDL training and is currently reviewing the bids.

MCITP & A+ Training started for 10 KM IT staff. This training includes Computer Hardware Course (A+) and Computer Networking Course (MCITP).

As part of the wiring process of the KM Network, KCI completed ducting of all KM offices. The wiring and installation of network equipment continues.

KCI, in cooperation with KM IT Department completed refurbishment of KM Server Room. This will facilitate KM network services and will act as a central point for data invoice services.

Also during the reporting period, KCI reconfigured all 12 wireless internet connections at the KM to resolve internet connectivity problems at KM.

1.2 CLIN 2: SUPPORT TO PROVIDE SERVICE DELIVERY PROGRAMS

Sanitation Services

KCI has initiated a new and improved trash collection program in District 2 to collect broken dumpsters for repair. KCI noted as part of its review of sanitation services that broken wheels had made dumpster pickup virtually impossible for many dumpsters throughout the City. As part of the new effort, KCI has provided 5,000 new wheels, and established dumpster maintenance as an ongoing activity of the Sanitation Department to ensure equipment longevity.

KCI has continued to face problems at the Transfer Station site. Two different individuals



Figure 2: Collection of Kabul Municipality Sanitation Department Dumpsters

have previously claimed the site as their property, and each time the dispute has been resolved by the Municipality. KCI determined in February that a final soil test would be required and while at the site for the test, a third apparent owner appeared to vehemently claim the property, and his appeal required the intervention of the District 9 Manager and the National Directorate of Security, along with several calls to the Mayor by KCI staff to allow this critical work to continue. The soil tests have checked out, and it is expected that final drawings will be completed in March, and the project will go out for bid in April.

During this reporting period, KCI finalized negotiations with a vendor for Driving Training at the Sanitation Department. The DG Sanitation has agreed to provide five employees who will be trained as drivers in addition to the 21 previously identified prospective drivers. This is especially critical given the lack of driver's licenses (only three of 21 applicants have licenses) and the size of the vehicles, which are difficult for even the most skilled drivers to maneuver through Kabul's streets.



Figure 3: KCI Conducting Soil Tests at the Proposed Transfer Station Location

Parks and Greenery

USAID approved the revised consent package for the tenth KCI park, Arzan Qimat. Once the snow melts, project kick off is anticipated on or about the 1st of April.

KCI received five playground bids from US playground companies for the 11 playgrounds currently being renovated or under construction. The companies were required to design each of the 11 playgrounds. Due to the fact that KCI does not have a playground expert in-house, some technical experts in the U.S have volunteered their time. The parks and recreation experts representing Clackamas County, Oregon; the City of Oldsmar Florida; the City of Springdale, Ohio; the City of Ft. Lauderdale, Florida; the City of Paducah, Kentucky, and the City of Kettering, Ohio are reviewing the bids for quality and layout. This is another example of KCI being able to pool outside resources on a voluntary basis to support the KM.

Kabul City Streets

While Kabul Municipality is responsible for road maintenance, the Traffic Police are responsible for signage, striping, and signals. At the same time, Kabul Municipality has available manpower that could install and maintain signs and markings, while the Traffic Police has none. KCI continues to work with KM in transfer for the responsibility of signage, road striping, and road infrastructure to Kabul Municipality.

KCI met with the Balahesar Road contractor, UBCC which has decided to discontinue their work. The original date for completion was November 10, 2011, but the road work was suspended for the winter on December 15, with only 53% complete. Important points include:

- UBCC will be fined approximately \$60,000 for late fees;
- KCI re-advertised the RFP for the remaining work (approximately \$550,000) the day following the decision by UBCC to withdraw; and,

- The selected bidder will be submitted to USAID for security vetting and contract approval in March. It will be critical to Kabul Municipality and KCI that these approvals proceed expeditiously so that work can be resumed early this spring.

In addition, the low bidder for Skid Steers informed KCI that it could not provide the necessary equipment. KCI had to go out for big again; the low bid will be submitted to USAID for the necessary approvals in March.

KCI continues its successful sidewalk reconstruction work and has identified two more sidewalk projects, one each in Districts 5 and 2. These projects were presented by the relevant district managers at the Mayor's coordination meeting and have been approved by the Mayor. This effort to involve Municipal officials more actively in the selection and vetting process for projects reflects KCI's efforts to shift greater responsibility to KM in year 2 of the KCI program.

City Facilities

Building renovations are nearly complete, with only a bit of work remaining to be completed after winter.

A complete list of CLIN 2 projects and their status is contained in Annexes 1 and 2.

1.3 CLIN 3: INCREASE REVENUE COLLECTION AND IMPROVE FINANCIAL ACCOUNTABILITY AND TRANSPARENCY

Revenue Collection

KCI completed a review of the current draft of the Kabul Municipality's Act (January 2012) in English.

The KCI Revenue Team discussed the Municipality Act and the reform of the Urban Service Charges Law with the Director General of Municipal Affairs at the Independent Directorate of Local Government (IDLG) and with IDLG's legal advisor. The Director General and the legal adviser appreciated KCI's efforts and asked KCI to continue with the review of municipal documents.

Revenue Improvement Action Planning (RIAP)

KCI prepared the English version of training material for the next RIAP training for district offices.

The KCI Revenue Team paid a visit, as part of its on the job training, to District Offices 4 and 10 to follow up on progress of the RIAP. District 10 has already approved eight revenue sources, in addition to the Safay'i tax as part of its RIAP, and is awaiting approval from KM headquarters to implement the new program.

Accounting, Budgeting, and Financial Management

Glory Consultants completed training the three FMIS administrators who will run the FMIS system. Training will also be held for an additional two administrators.

The KCI Financial Management Team assisted Glory Consultants and the bookkeeping manager in reconciliation of expenditure records for the last ten months of 1390 (2011-2012), completing the reconciliation process during this reporting period. Some 300 records out of

764 (39 %) that were reconciled showed mistakes due to lack of coordination between several departments and use of the old Chart of Accounts.

As part of KCI's mandate to promote gender equality within Kabul Municipality, the Glory Consultants provided additional FMIS training to one of the female bookkeeping officers.

KCI is in the process of preparing training materials for Advanced Accounting Training in Dari. Two modules of the course, Preparing Financial Statements and Government Financial Procedures were completed this month. Three more modules, Public Finance and Expenditure Law, Depreciation and Bank Reconciliation will be prepared in the next month.

The KCI Financial Management Team started preparing the expenditure analysis report from the KM bank statements from the year 1388 to 1390 (2010-2012). The report is expected to identify certain weaknesses in the area of expenditure management and budget discipline.

KCI prepared a revenue report for the last ten months of the fiscal year 1390 (2011-2012) which will be shared with KM.

KCI continued revision of the Chart of Accounts to include two new codes related to the revenue and expenditure category. This is a continuing process.

Budgeting

The 1391 budget preparation process is still a challenge as finalizing the list of KM projects is taking more time than expected. However, the Deputy Mayor for Finance and Administration believes that enough time is remaining to start working on next year's expenditure budget.

Payroll and other financial management matters

KCI advised and assisted the DG Finance and Administration to formulate a new coding structure for all KM employees in compliance with existing classification system. The codes that will be assigned to an employee will be the reference point for management of the Human Resource records. The codes will also enable KM to develop new identity batches for all employees.

KCI generated, from the FMIS, the first draft of an expenditure report for the first ten months of the year 1390 (21st of March 2011 – 21st of January 2012). The report includes development project disbursement, and budget versus expenditure and object expenditure. The expenditures were compared with the budget and the allotments. Sample significant overspending (and under spending), with still two months to go in the year, were identified as follows:

	Budget	Expenditures at 10 months	Overspending	Under spending
Paid overtime	50,000,000	79,343,396	158.7 %	
Public relations and advertisements	5,000,000	9,761,503	195.2 %	
Gas	12,000,000	27,342,039	227.9 %	
Food non salary	4,000,000	6,968,967	174.2 %	
Greenery construction of parks	20,000,000	87,996,468	586.6 %	
Sanitation	37,000,000	39,842,363	143.6 %	

Telecommunications	1,000,000	9,400		0.9 %
Household and kitchen	1,000,000	20,816		2.1 %
Fees, licenses and permits	2,000,000	15,467		0.8 %

This demonstrates a lack of budget discipline and indicates gaps in financial management and project management relative to spending levels. A significant amount of work remains to bring spending in line with budgeting, now that we have accurate records of expenditure activity.

Improvement of Property Tax Registration

KCI continued scanning valuation forms for the year 1390 (21 March 2011 – 19 March 2012). Another 227 property valuation forms were renamed and 2,043 valuation forms were digitized in phase two of the process.

The STTA Land Registration Technical Adviser completed a three week assignment in Kabul and delivered a report on business registration electronic data management options and a report on options for a simplified and reliable property assessment process.

KCI started the roll out of the district level computerization process, and supporting documentation to track the roll out process across all offices was prepared. Staff members of the Revenue and Property departments in District Offices 4 and 5 were trained; KCI received positive feedback about this training.

2.0 ISSUES, OBSTACLES, AND RESOLUTIONS

KM's ownership of the budget preparation process is inadequate and needs to be addressed. This will be done by explaining, in the upcoming Revenue and Finance Working Group meetings, the benefits of having a well-managed budget process in place.

3.0 ACTIVITY FORECAST

Activities planned for the month of March 2012:

1. Continue the Future Leaders Program and Human Resource Management Training;
2. Conduct Personal Protection Training for 200 staff of Street Maintenance and Greenery Department;
3. Complete Test Material Training for 13 employees of Street Maintenance Department;
4. Complete Revenue Action Planning Training in four Districts Offices;

5. Complete Total Station Training for 12 staff of Street Maintenance Department;
6. Continue on the job Composting Training for 20 workers of Sanitation Department;
7. Start Driving Training for 20 drivers of Sanitation Department;
8. Conduct Road Striping Training for engineers of Street Maintenance Department;
9. Conduct Work Zone Management Training for road workers and engineers of Street Maintenance Department;
10. Complete ICDL Training for 370 KM staff;
11. Continue MCITP & A+ Training;
12. Complete installation of Fiber Optic Internet and KM Network;
13. Complete configuration and setup of equipment of KM Server Room and all buildings;
14. Work on computer network and equipment for the Citizen Information Center;
15. Start Women's Leadership Training for 25 KM female staff;
16. Complete the bidding process for Women's Engineering Training;
17. Conduct the city cleaning campaign by Kabul women;
18. Celebrate International Women's Day;
19. Complete Public Education Campaign of Safay'i Tax and Business Licensing;
20. Start Public Education Campaign on Greening the city;
21. Start production of Radio/TV spots;
22. Announce the results of the Public Opinion Survey;
23. Start Media Training for KM staff;
24. Continue work on KM and Mayor's media tools including website, blog, facebook, twitter, and flicker;
25. Prepare SOPs for media policy and public participation policy;
26. Prepare for a resumption of construction work (set for April 1) by meeting with all contractors to outline expectations and review work plans;
27. Submit the Playground and Skid Steer subcontractor's proposals to USAID for vetting;
28. Purchase and begin planting landscaping in all KCI parks;
29. Continue providing support to RIAP pilot project by expansion of the program to cover more districts;

30. Continue involvement in municipal revenue legislation by finishing review and translation of the Rent Determination Regulation (2000) and starting review of the Safay'i charge regulation;
31. Start development of SOPs for Cash Management, Budget Policy, Financial Management and Fiscal Management;
32. Continue supporting FMIS key users. Technical support to the Accounting Unit will be provided to process daily transactions through FMIS as well as troubleshooting together with Glory consultants;
33. Continue supporting KM Budget Team and KM Budget Managers to prepare the internal budget;
34. Continue scanning of valuation records for the year 1390 and continue digitization training in District Offices 4, 5 and 7.

ANNEX 1: LIST OF COMPLETED SUBPROJECTS IN THE MONTH OF FEBRUARY 2012:

S/N	Location	Type of project	Name of project	Date of Completion	Quarter of Completion
1	District 12/21	Renovation	Electrical upgrading of district 12/21	20-Feb-12	2

ANNEX 2: LIST OF SERVICE DELIVERY AND INFRASTRUCTURE PROJECTS IN PROGRESS, AS OF FEBRUARY 29, 2012

No	Location	Activity Name	Percentage Completed/ Construction	Progress
1	District 3	Karte Mamorin Park/New Neighborhood	93.8%	Suspended for Winter
2	District 2	Sherino Park/Rehab Neighborhood	97%	SfW
3	District 12	Arzan Qemat Park-Block 4 (Park1)	87.75%	SfW
4	District 11	B. B. Sarwari Park/New Neighborhood	95%	SfW
5	District 16	Macro Rayan Awal Park	82.24%	SfW
6	District 4	Shahr Ara Neighborhood Park	96%	SfW
7	District 4	Taimani Neighborhood Park	10.73%	SfW
8	District 3	Dehboori Park	5.3%	SfW
9	District 4	Canteen Construction in Shahrara Park	30%	SfW
10	District 2	Guard room Construction in Shirino Park	15%	SfW
11	District 2	Canteen Construction in Shirino Park	30%	SfW
12	District 12	Canteen in Arzan Qemat Park	29.7%	SfW
13	District 12	Guard room, in Arzan Qemat Park	15.90%	SfW
14	District 12	Latrine construction in Arzan Qemat park	23.50%	SfW
15	District 99	Transfer Station Design/Engineering Contract	90%	Ongoing
16	District 99	Composting project in Gazak Land Fill	45%	Ongoing
17	District 15	Khwaja Boghrah Canal & Side Drainage	35%	SfW
18	District 99	Materials and Soil Testing	35%	Ongoing
19	District 1	KM Road Paving Project Balahesar	53.12%	SfW
20	District 5	10.23 KM Roads Paving Project	9%	SfW
21	District 2	Sherino Sidewalks Improvement	96%	SfW
22	District 3	Karte Mamorin Sidewalks Improvement	96%	SfW
23	District 12	Qalaye Najara Sidewalks Improvement	96%	SfW
24	District 12/21	Renovation of District 12/21 Office Building	72%	Ongoing
25	District 14	Renovation of District 14 Office Building	97.43%	SfW
26	District 5	Steel Mesh Installation (Sanitation)	80%	Ongoing

USAID/Afghanistan
U.S. Embassy Cafe Compound
Great Masood Road
Kabul, Afghanistan
Tel.: (202) 216-6288
<http://afghanistan.usaid.gov>